



GOVERNOR'S OFFICE OF
Crime Prevention, Youth, and Victim Services

Local Management Board (LMB) Orientation

September 19, 2022 | 1:00 - 2:30 pm



Considerations for the Group

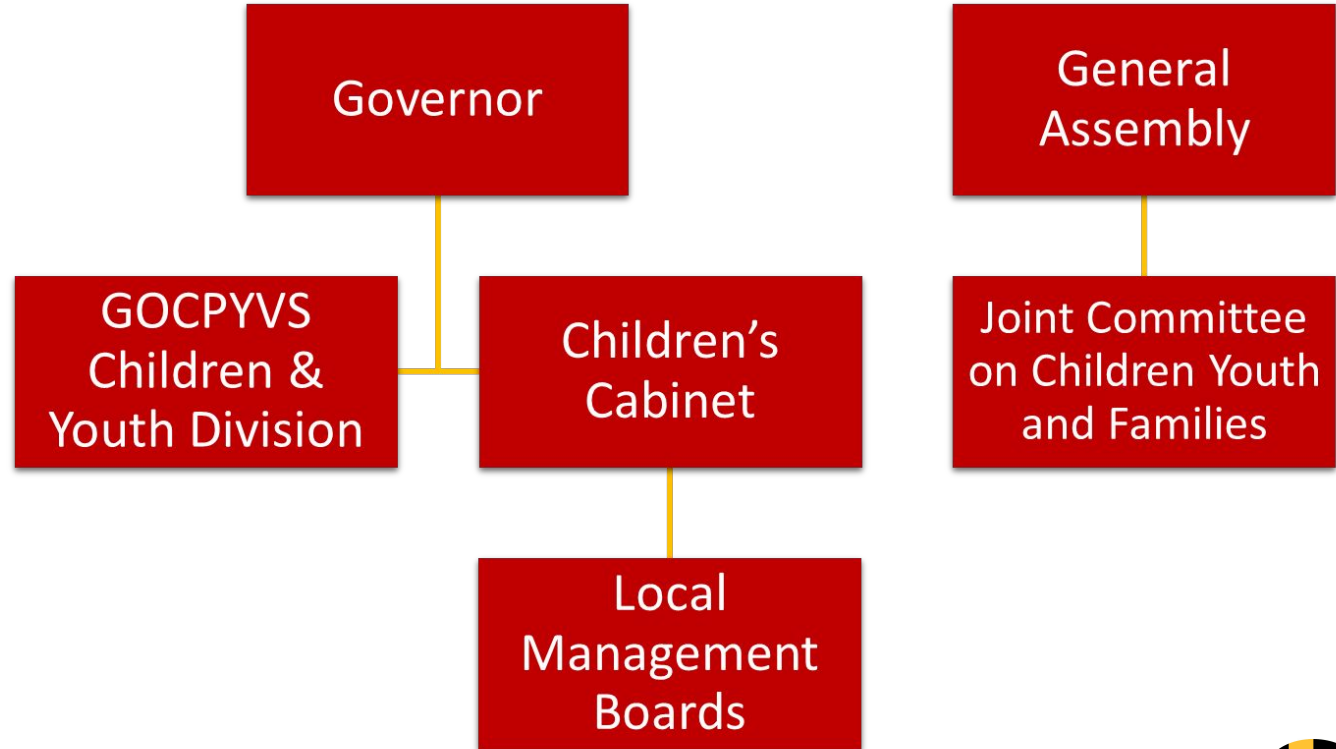
- Microphone on mute if not speaking
- Ask questions at any time during the presentation by using the raise hand or chat feature.
- Use the chat feature to enter any concept or topic that you want to be sure to learn more about today.
- Slides will be sent to LMB points of contact and posted to Google Drive.
- Session will be recorded and posted for later viewing.

Introductions

Please share with the group the following:

- Name
- Local Management Board/county representing
- Your role/connection to the Local Management Board (chair, board member, vendor, etc)

Maryland's Youth Policy Structure



Joint Committee for Children, Youth and Families

- Coordinate State efforts to improve the health, education, safety, and economic well-being of children in Maryland
- Recommend new laws, regulations, and budget priorities to improve children's well-being.
- Make recommendations to remedy any interdepartmental gaps, inconsistencies, or inefficiency in services to children and their families
- Inform the Legislature and the general public of issues concerning the special needs of children, youth, and families

Joint Committee for Children, Youth and Families

Mary Washington Senate Chair

- Malcolm Augustine
- Joanne Benson
- Mary Beth Carozza
- Adelaide Eckardt
- Melony Griffith
- Shelly Hettleman
- Nancy King
- Bryan Simonaire
- Charles Sydnor, III

Ariana Kelly House Chair

- Vanessa Atterbeary
- Eric Ebersole
- Shaneka Henson
- Susan Krebs
- April Rose
- Stephanie Smith
- Jared Solomon
- Alonzo Washington

The Children's Cabinet

1. **Promote the vision** of the State for a stable, safe, and healthy environment for children and families;
2. Provide a regular forum for State Agencies to **coordinate policy recommendations** for the Governor; and,
3. Establish **priorities and strategies** for the coordinated delivery of services for children and families.

The Children's Cabinet Membership



Sam Abed, Secretary
Department of Juvenile Services



Carol A. Beatty, Secretary
Department of Disabilities



David R. Brinkley, Secretary
Department of Budget
and Management



Kunle Adeyemo, Esq., Executive Director
Governor's Office of Crime Prevention,
Youth, and Victim Services



Lourdes R. Padilla Secretary
Department of Human Services

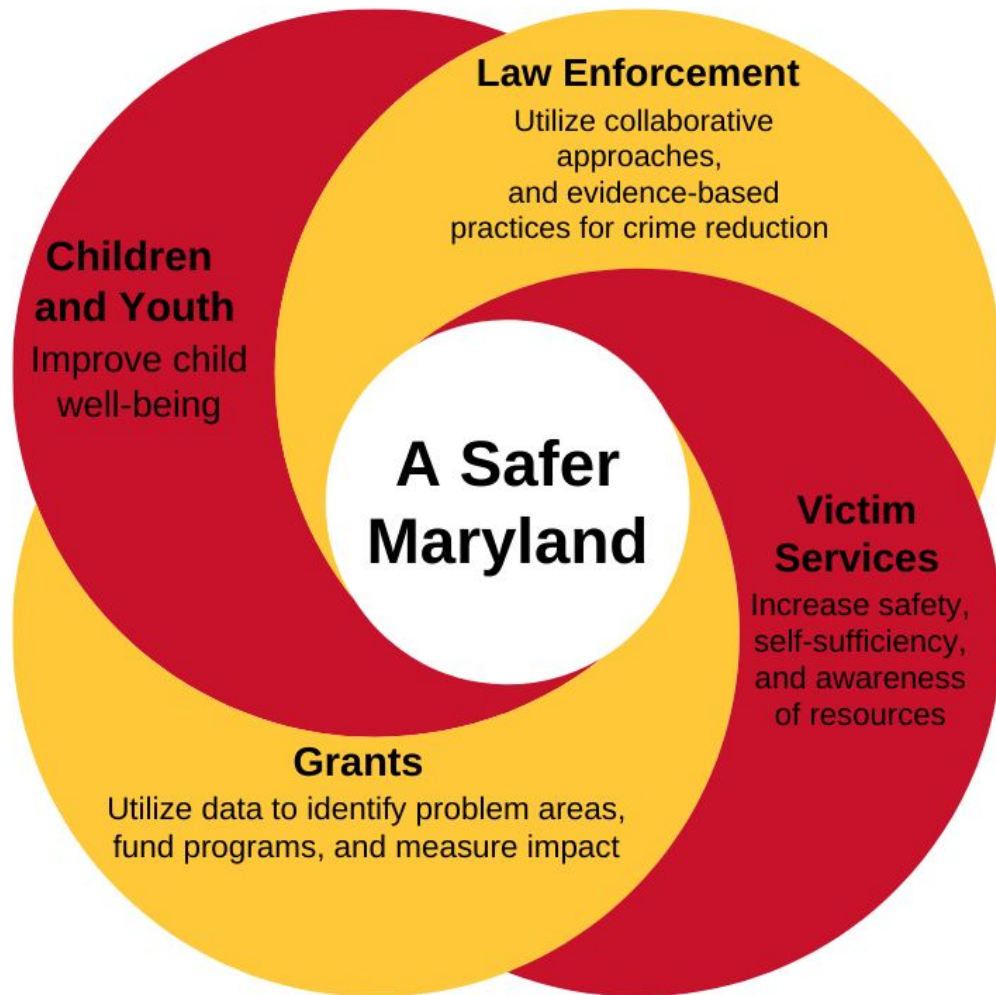


**Mohammed Choudhury, State
Superintendent of Schools**
Department of Education



Dennis Schrader Secretary
Department of Health

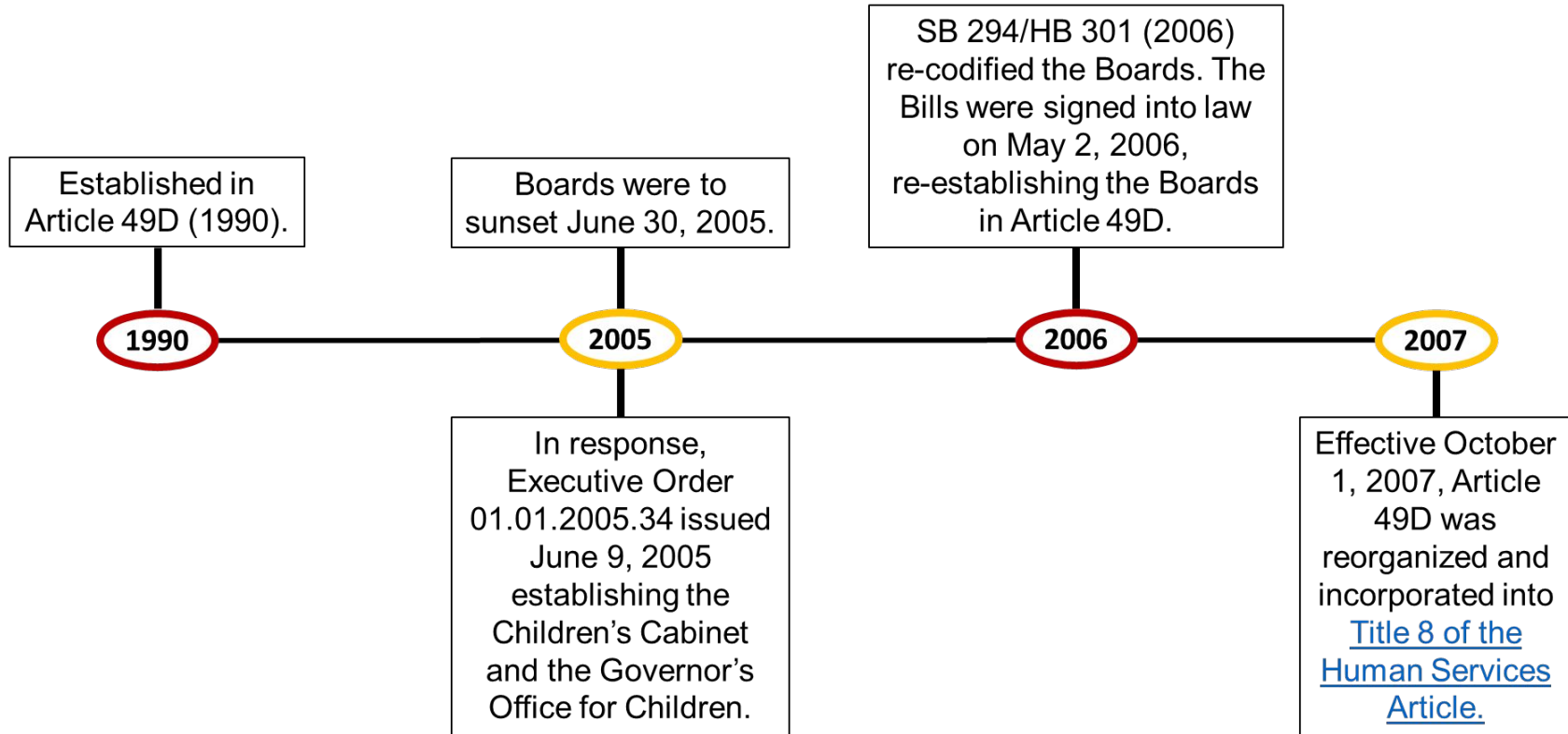
Governor's Office of Crime Prevention, Youth, and Victim Services



Children and Youth Division

- 1.) A division of the Governor's Office of Crime Prevention, Youth, and Victim Services since **Dec. 2018**
- 2.) Successor to the Governor's Office for Children
- 3.) Promote the **values**, **policies** and **practices** that advance the **well-being** of Maryland's children and families
- 4.) Staff to the **Children's Cabinet**
- 5.) Assist the Children's Cabinet in the **allocation of funds**

Local Management Boards



Local Management Boards

The core function of the Boards is to **identify priorities** and **target resources** for a jurisdiction's communities.

- **Convene** stakeholders and strengthen **decision-making** capacity
- Influence the **allocation of local resources**
- **Coordinate services** to eliminate fragmentation and duplication
- Provide **training and technical assistance** for local partners
- Create an **effective system of services** that improve outcomes for all children, youth, and families

Local Management Boards Membership

- 1.) Representatives from local Agencies including:
 - Juvenile Services
 - Health Department
 - Core Service Agency
 - Department of Social Services
 - local school system
- 2.) Family members or family advocates
- 3.) Youth or youth advocates
- 4.) Community stakeholders including:
 - business organizations
 - civic and neighborhood organizations
 - community collaborative groups
 - private providers of employment
 - vocational services or other human services
 - religious communities
 - other individuals involved with children and family issues, such as a member of the early care and education community, etc.

Children's Cabinet Strategic Goals and Priorities

Children's Cabinet Three-Year Plan

- The Plan “establishes a framework to link resources, research, budget requests, and legislative initiatives and an action plan to develop policies and coordinate service delivery.”
- Maryland Children's Cabinet Three-Year Plan: 2021-2023

Strategic Goals and Priorities

- Selected to contribute to the goal of economic success by building human capital in Maryland's most vulnerable children, youth, families, and communities.
- Focusing on these Strategic Goals/priorities promotes a stable, safe, and healthy environment for children and families and increases well-being.
- Changes reflect prevailing cross-agency needs.

Strategic Goals and Priorities

1.) Improving Outcomes for Disconnected Youth

- Defined as teenagers and young adults aged 16-24 who are neither working/in school.
- Also known as “Opportunity Youth” because reconnecting them to work/school has a positive economic/civic impact.

2.) Reducing the Impact of Incarceration on Children, Families, and Communities:

- Specific to individuals, with minor children, who are currently or were previously incarcerated in a State or local correctional facility for adults or juveniles, including those under criminal justice supervision prior to or following a period of incarceration.
- NOT interventions to incarcerated juveniles.

Strategic Goals and Priorities

3.) Reducing Childhood Hunger

- Food insecurity is defined as the limited or uncertain availability of nutritionally-adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.
- Focus on activities that encourage family self-sufficiency with long-term impact, rather than activities that only alleviate immediate hunger.

4.) Reducing Youth Homelessness

- Defined as those under the age of 25 who lack a fixed, regular, and adequate nighttime residence
- Includes those living in motels, hotels, campgrounds, emergency or transitional shelters, cars, parks, public spaces, abandoned buildings, and bus/train stations for whom it is not possible to live with their parent, guardian, or relative and have no other safe alternative living arrangement.

Strategic Goals and Priorities - Added in 2019

5.) Juvenile Justice Diversion

- To reduce the number of low-risk youth who become involved in the juvenile justice system.

6.) Trauma-Informed Care and Reducing Adverse Childhood Experiences (ACEs)

7.) Preventing Out-of-State Placements

Strategic Goals and Priorities - Added in 2021

- Juvenile Justice Diversion
 - Expanded to “Increasing Opportunities for Community-Based Programs and Services for Youth (including but not limited to juvenile justice diversion)”
- Trauma-Informed Care and Reducing Adverse Childhood Experiences (ACEs)
 - Shift to overarching themes for FY22 NOFA.

Children's Cabinet Interagency Fund (CCIF)

Children's Cabinet Interagency Fund (CCIF)

- Established by § 8-502 of the Human Services Article.
- Provides for disbursements to LMBs “subject to the terms, conditions, performance measures, or outcome evaluations that the Children's Cabinet considers necessary.”

Children's Cabinet Interagency Fund (CCIF)

Boards are required to:

- 1.) Develop and submit a Community Partnership Agreement (CPA); and,
- 2.) Use the funds to implement a local interagency services delivery system for children, youth and families in accordance with the CPA; and any terms, conditions and performance measures that the Children's Cabinet requires.

Budget Process

- Funding is put forth in the Governor's budget (Governor's Allowance)
- The budget is presented to the Legislature (drops) on or before the 3rd Wednesday in January of each year.
- Budgets are reviewed in committee hearings:
 - Senate Budget and Taxation Committee
 - House Appropriations Committee

Budget Process

- The Legislature may not increase the allowance, but may reduce or delete the allowance.
- Budget ratified by Legislature.
- The budget approved by the Legislature becomes the appropriation for the next fiscal year.

Budget Process

- Budget for the next FY is not final until the last day of the Session (Sine Die) in April.
- During the year, the Board of Public Works may enact budget reductions that:
 - Reduce the appropriation; and/or,
 - Revert funding.

Children's Cabinet Interagency Fund (CCIF) - FY 2023

- Local Management Boards and Local Care Team Coordinators
- Local programs/strategies supporting the Children's Cabinet priorities
- Training and Technical Assistance
- Governor's Young Reader's Program
- Baltimore Children and Youth Fund
- Maryland Youth Advisory Council

Community Partnership Agreement (CPA)

Community Partnership Agreement (CPA)



Community Partnership Agreement (CPA)

Funding is awarded via the CPA contract once the Board:

- Assesses community needs and gaps and develops a community plan;
- Successfully participates in the application process identified by the Children's Cabinet; and,
- Makes a commitment to produce improved outcomes in one or more of the State's eight Results for child well-being.

Community Partnership Agreement (CPA)

Children's Cabinet Application Processes:

- For FY17- FY22: Notice of Funding Availability
- For FY12 - FY16: CPA Instructions
- For FY11: Notice of Funding Availability
- For FY08 - FY10: Invitation to Negotiate a Community Partnership Agreement

Community Partnership Agreement (CPA)

FY23 Notice of Funding Availability

- Issued January 14, 2022 - March 25, 2022
- Applications submitted online via GMS system
- Same priorities from FY22
- Created budget categories Board Administration and Community Support
- Incorporated 3 overall themes:
 - Racial and Ethnic Disparities (R/ED)
 - Adverse Childhood Experiences (ACEs) and Trauma-Informed Practices (TIPs)
 - Evidence-Based Practices

Results and Indicators

What are Results and Indicators?

Results:

The goal or outcome - the condition of well-being for children, families, or communities.

Indicators:

Help to quantify progress toward achieving a result.

Performance Measures:

Gauge how well a program, agency, or service is working.

What are Results and Indicators?

- A “Result” is what we are aiming for through change or improvement.
- Results are the ends (the quality-of-life results for children and families), rather than the means (the output of a program or system).
- Results drive decisions about policies, programs, practices, and the investment of taxpayer dollars.

What are Results and Indicators?

- Results establish an aspiration that can be measured by data. (*Scorecard orientation definition: A condition of well-being for children, adults, families or communities*)
- Indicators are the data that measure progress towards the Result. (*Scorecard orientation training definition: A measure which helps quantify the achievement of a Result*)

Maryland Results for Child Well-Being

- For nearly 20 years, the Children's Cabinet has utilized the Results-Based Accountability™ framework to focus planning, decision-making, and budgeting on Results and Indicators.
- Results and Indicators are selected through an extensive process involving State Agency partners and other stakeholders.

Maryland Results for Child Well-Being

- Maryland adopted eight Results with corresponding indicators that describe the general well-being of children and families.
- Results and Indicators are reviewed periodically to ensure continued relevancy and availability of data.

Maryland Results for Child Well-Being

Recent Changes:

- Workforce development indicator for “Youth Have Opportunities for Employment or Career Readiness” Result
- Renaming the “Families are Economically Stable” Result while moving the “Safety” Indicators to the “Communities are Safe for Children, Youth, and Families” Result

Maryland Results for Child Well-Being



**Babies Born
Healthy**



**Youth will Complete
School**



Healthy Children



**Youth have
Opportunities for
Employment or
Career Readiness**



**Children Enter
School Ready to
Learn**



**Families are
Economically Stable**



**Children are
Successful in
School**



**Communities are
Safe for Children,
Youth and Fam**

Using Results and Indicators to Plan

Maryland Results for Child Well-Being

What is the end result we are trying to achieve?

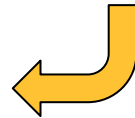
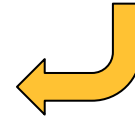
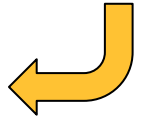
1.) How are we doing?

2.) What is the story behind the curve?

3.) Who are the partners?

4.) What works?

5.) What will we do?



Results-Based Policy Framework

We must begin at the “end”.

- What condition of well-being do we want to achieve for families and children?
- Two perspectives:
 - i. Population Accountability
 - ii. Performance Accountability

Results-Based Policy Framework

#1 - How are we doing?

- What do the data and research tell us? What is the progress to date? What is the story behind the data?

Results-Based Policy Framework

#2 - What is the story behind the curve of the baseline?

- What do the data and research tell us? What is the progress to date? What is the story behind the data?

Results-Based Policy Framework

#3 - Who are partners who have a role to play in turning the curve?

- What partners are involved in the planning process?
- How have families/youth been involved?
- Why aren't families/youth involved?
- Who will continue to be involved?
- How is that cultural competency and equity addressed throughout the process?

Results-Based Policy Framework

#4 - What works to turn the curve?

- What are the strategies that are currently working and should be continued or enhanced? Discontinued?
- What else is needed in the community? What are the gaps?
- What are the low cost/no cost ideas to implement?
- Does the strategy address root cause(s) identified?
- Is the proposed option evidence based?

Results-Based Policy Framework

#5 - What do we propose to do to turn the curve?

- What are the prioritized programs/strategies?
- How will cultural competency and equity be addressed in each program/strategy?
- Leverage, Feasibility (or reach), Specificity, and Values.

Notice of Funding Availability (NOFA) Application

NOFA Application

Based on routine planning processes, local needs and gaps, and Children's Cabinet requirements, the Board identifies:

- What are the prioritized Results?
- What are the prioritized Indicators?
- What program/strategy is proposed?
- How are the themes incorporated?

NOFA Application

What program/strategy is proposed?

- What is the priority population?
- What is the specific target population?
- What is the intervention? Is this an evidence-based or model program?
- How will the themes be addressed?
- Use data to support the request.
- Make sure all Scorecard reporting is current.

NOFA Application Timeline - FY23 Example

Date	Action
January 21, 2022	<i>Issue Notice of Funding Availability</i>
January 21 - April 8, 2022	<i>Training and Technical Assistance</i>
February 1, 2022 1-3 p.m.	<i>Pre-Application Meeting</i> Office staff will provide an overview of the NOFA and the application process and will answer questions from Local Management Boards.
March 25, 2022	<i>Applications Due</i> Boards submit applications in GMS no later than 3 p.m. EST.

Date	Action
March 25 - April 15, 2022	<i>Applications Reviewed</i>
By April 22, 2022	<i>Boards are notified of identified deficiencies that must be addressed to ensure recommendation for funding.</i>
April 29, 2022	<i>Deadline for Board application cures</i>
June 2022	<i>Letters of Intent Sent</i>
July 1, 2022	<i>FY23 CPA Effective Date</i>

Community Partnership Agreement (CPA) Contract

CPA Contract

- The CPA contract is executed between the Office (on behalf of the Children's Cabinet) and each jurisdiction through the LMB.
- Details the programs/strategies approved and the funds awarded to the LMB.
- A new CPA in its entirety, or new Appendices, as appropriate, must be executed at the end of each term for the subsequent term.

CPA Contract

- Performance measures for Board Administration, Community Support, LCT, and each funded program/strategy are required.
- Boards should use standardized performance measures as applicable
- In the absence of standard performance measures, the Boards will develop headline performance measures.

CPA Contract Sections - FY23 Example

1.) Standard Provisions / Boilerplate

- Scope and conditions of the CPA and standard clauses such as term, termination and general provisions

2.) Appendix A - Program Description Chart

- Prioritized Results and Indicators, program/strategy details, approved performance measures, funding, etc.

3.) Appendix B – Budget

CPA Contract Modification

- Required when changing information in the Appendix A and/or Appendix B
- Instructions provided in the modification form
- Special Pre-CPA Modification
 - To address changes identified after the application is submitted but before CPA contract is issued.

CPA Contract Payment Timeline - FY23 Example

Local Management Board CPA	
Q1	<ul style="list-style-type: none">• Calculated at four twelfths (4/12) of the award• Issued upon fully executed Community Partnership Agreement
Q2	<ul style="list-style-type: none">• Calculated at three twelfth (3/12) of the award• Issued first week of October* <p>*Payments will be made only after FY22 Year-End Expenditure Reports and FY22 Full-Year Program Data (due 9/16/22) are received and accepted by the Office.</p>
Q3	<ul style="list-style-type: none">• Calculated at three twelfth (3/12) of the award• Issued first week of January* <p>*Payments will be made only after all required reports and other deliverables are received and accepted by the Office.</p>
Q4	<ul style="list-style-type: none">• Balance of award• Issued first week of April* <p>*Payments will be made only after FY23 Mid-Year Expenditure Reports (due 1/20/23) and FY23 Half-Year Program Data (due 2/17/23) are received and accepted by the Office.</p>
Local Care Team Coordinator	
	Issued in full upon executed Community Partnership Agreement

Reporting

Reporting

Required Reporting by Fiscal Year

- Half-Year and Year-End Program Reporting – Data entry in the Scorecard or submission of program data via template
- Half-Year and Year-End Expenditure Reporting
- Yearly Reconciliation

Reporting

Program Reports

- Scorecard web-based application for data for performance measures for Children's Cabinet-funded programs.
- Required twice yearly at conclusion of 2nd and 4th quarters.
- Scorecard license, training, and technical assistance is available at no charge to the LMB.
- Scorecard may also be used for other-funded programs as determined by the LMB.

Reporting

Expenditure Reports

- Excel template provided by the Office.
- Required twice yearly at conclusion of 2nd and 4th quarters.

Yearly Reconciliation Report

- Initiated by the Office.
- Settlement comparing actual expenditures to the award.
- Report issued to the Board. Once accepted, invoice issued for balance due to the State.

Monitoring

Monitoring

**Office Monitoring
of the Board**

**Board Monitoring
of its Vendors**

Office Monitoring of the Board

Scope

- CPA and grant awards issued by the Office
- State of Maryland Policies and Procedures Manual for Local Management Boards
- State and local laws, contracts, regulations and policies

Office Monitoring of the Board

Desktop Monitoring

- Review of submitted reports and Scorecard data entry
- Self-assessment completed by Board
- LMB Accountability Policy

Site Visits

- Focus on fiscal requirements
- See highlighted Manual for scope

Office Monitoring of the Board

Did the Board do what it said it would do?

- As defined by the CPA, the terms of contracts, conditions of grant awards, etc.

Did the Board do what it was supposed to do?

- As defined by the Manual, the contracts, State and local laws, regulations and policies, etc.

Office Monitoring of the Board

Ensure Contracts are Executed as Required:

- State maximum funds available based on specific terms.
- The Board and State agency(ies) have access to all information, including client records, consistent with State and federal laws.
- Include all required provisions.

Board Monitoring of its Vendors

Desktop Monitoring

- Consists of the review of documentation (e.g., program, fiscal or data reports, contact notes, etc.) to determine the vendor's progress toward meeting the terms of the contract.

Site visits

- Requires an on site examination of requirements.

Board Monitoring of its Vendors

- The LMB determines the best method(s) to monitor its vendors based on availability of monitoring staff, grant conditions, services funded, etc.
- Remember - there are grant conditions that can only be monitored by site visit.

Board Monitoring of its Vendors

Monitoring Tools

- The Board may develop monitoring tools.
- Tools should address all requirements/deliverables.
 - Use contract and model requirements as a guide
 - Completed tool should document what was reviewed and how the rating (e.g., full compliance, partial, not in compliance, not applicable, etc.) was determine

Board Monitoring of its Vendors

Monitoring Report and Remediation

- Should be a report of the results of monitoring.
- Documentation should include:
 - A completed tool and report with evidence of debriefing and/or the release of the report/findings.
 - Any remediation required with deadline, if applicable.
 - Evidence of remediation, if applicable.

Miscellaneous

Miscellaneous

- Grant Awards
- Earned Reinvestment
- Ad Hoc Reports

Grant Awards

- Issued for a specific purpose
- Funds not included in the CPA
- Separate reports required
- Past Grant Awards
 - FY20 and FY21 COVID Awards
 - FY19 Training Grants
 - FY18 Regional Training and Travel Grants
 - FY17 Regional Training Grants

Earned Reinvestment

- Non-lapsing, non-reverting State General Funds “earned” by the LMB from administrative savings, interest, and other savings.
 - Primarily from Interagency Family Preservation and Return/Diversion programs.

Earned Reinvestment

Original intent for the use of earned reinvestment funds was defined in the Implementation Plan for SB 588 (1992) that was issued in January 1993 that stated:

“monies saved through effective refinancing efforts and flexible funding should be available for reinvestment in building resource capacity and in providing incentives to local jurisdictions for local development and/or enhancement of services and programs.”

Earned Reinvestment

Effective July 1, 2017, no new earned reinvestment funds will be awarded to the Board and it is not necessary for the Board to obtain the Office's approval for the expenditure of funds that were previously awarded as earned reinvestment in FY16 or prior.

Ad Hoc Reports

Data and additional information may be requested from the Board in order to respond to requests received from:

- Legislature
- Governor
- Other State Agencies, etc.

Local Care Teams (LCTs)

Local Care Teams

- In each jurisdiction, Local Care Teams serve as the point of access to services for children and youth.
- Beginning on January 1, 2018, Local Management Boards are the administrative home for Local Care Teams.
- Accessing Local Care Teams:
 - <http://goccp.maryland.gov/localcareteams/>

Local Care Teams

- ✓ Provide a forum for children and families with intensive behavioral health needs
- ✓ Provide interagency problem solving to identify individual needs and potential resources
- ✓ Refer children and families to care management entities and locally available community resources
- ✓ Identify and share resource development needs
- ✓ And LCTs MUST discuss Voluntary Placement Agreement (VPA) requests

✗ **Make Placement Decisions**

✗ **Make Treatment Decisions**

✗ **Make Placement Referrals**

✗ **Approve Out-of-State Placements**

✗ **Make VPA Decisions**

Local Care Team Coordinator

- The Children's Cabinet has established an LCT coordinator within the LMB to ensure youth with intensive needs receive comprehensive support services.
- Qualifications:
 - Experience with child placement systems, a clinical and/or special education background; and,
 - Master's degree in a related field.

Local Care Teams



Local Care Team Performance Measures

What/How Much We Do:

- Number of unique referrals received by the LCT during the reporting period
- Number of unique referrals (as noted above) that resulted in one or more reviews by the LCT during the reporting period.
- Please explain the major reasons why the LCT did not review all unique referrals. (eg. the referrals did not rise to the level of intensive needs, the family did not want to participate in the process, etc)
- Number of outbound LCT outreach activities completed
- Number of inbound LCT cross-training and other activities completed
- Number of LCT meetings
- Total number of LCT reviews completed during the reporting period.
- Number and percent of mandated LCT representatives that attend at least 75% of LCT meetings
- Number and percent of all LCT reviews (new, follow-up, and annual reviews) where the youth's parents (or legal guardians) attended
- Please describe youth engagement in the LCT process and whether that involvement is beneficial to the outcome of cases.



Questions

Technical Assistance

Tracey Webb

tracey.webb@maryland.gov

Policy Areas: Scorecard, Results & Indicators

Assigned Boards:

Anne Arundel, Baltimore, Baltimore City, Calvert, Carroll, Charles, Frederick, Howard, Harford, Montgomery, Prince George's, and St. Mary's

Chris Miele

christopher.miele1@maryland.gov

Policy Areas: Local Care Teams, Juvenile Justice Diversion

Assigned Boards:

Allegany, Caroline, Cecil, Dorchester, Garrett, Kent, Queen Anne's, Somerset, Talbot, Washington, Wicomico, and Worcester

Technical Assistance

For Contracting and General Questions:

Christina Drushel Williams

Chief of Community Initiatives

Christina.Drushel@maryland.gov

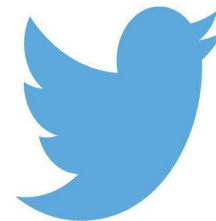
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AND VICTIM SERVICES

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